ATTACHMENT I

MAJOR ISSUES		
TOPIC	**ACCOUNTABILITY**	**ACTION**
Safety System Implementation	QC/Harper	Add to C&I
Potable Water - Labeling	QC/Harper	Add to C&I
Asset "Audit" - & Life Expectancy of Process Equipment	QC/Kriva	Completed - Underway
Q500 Audit	OS	Added to C&I
AQP	QC/Narron	Added to C&I
Cabarrus Customer Complaint (Problems)	OS/Tudor	Investigation ongoing - solution/fix being tested. Disposition discussed.
VA Power Demand Charges	QC/McConnell/Hill	Add to QC
VA Power - Auxiliary Generator	QC/McConnell/Hill	Add to QC
Speed Up	SIT/Annamanthadoo	SIT
Weigand 150B - Subjective	PDMT/Annamanthadoo	Test Delayed
CT on Size	SIT/Annamanthadoo/Bailey	Project Team
Plantwide Communication Meetings	QC/Narron	August - need dates
Output/prod. Hr. - Increase Level	PDMT - C&I	Current speed up AQP 1995 and part of SIT C&I
If blend changes/impact on yield	Herald/Campbell/Narron	Facts were distributed - Complete J. Campbell
Improve utilization of workteams	QC/Narron	?
Improve (mgr.,supts.,supvr.) understanding of assumptions/business conditions impacting prod. forecast	QC/Spellmeyer/Herald	On going

20581913385

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

Incremental Business Ownership	QC/Narron	On going - AQP
NOX Emission Limits	PH-C&I	Moving On
KVB replacement	Maint. - C&I	M&E C&I
Hazardous Waste Mgt. Plan	OS	Drafted
MSDS labelling on tanks	OS/C&I	Completed Step 1
Air Emission Annual Inspection	OS	Ready
String Up	PDMT/C&I	Added
Nitrates/WWT-Capital/Exp.	WT/C&I	Added
Production Plan revisions/bullet points	OS	Done
SAFETY:		
Reevaluation of confined space areas	QC/Harper	C&I
Decision needed on Prior Notification	QC/Harper	C&I
Gameplan for Implementing Safety Discipline Policy	QC/Narron	Completed
KVB Activities	McConnell	Add to C&I
Line I/II Packing Dust Collector	Jamison	Future capital potential - will evaluate
CFC Release Monitoring	Hargress/Pickelhaupt	
Nicotine Testing-Berrington Follow up	Harper	
Line III Nozzle Box - go for Dec./Jan.	McConnell	Decision made
Line II Headbox - Delay pending test data speed up	Herald	Decision made
Trim Drying - same	Annamanthadoo/Bailey	Decision made
CT in Size - Cost Detail	Annamanthadoo/Bailey	

2058191386

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

Controls Upgrade Timing - Interference with 3rd Line location	Bailey	Discuss with team
Confined Space Procedure/Activities - Review	Timpano	D. Mitchem
Safety Audit Training	Harper	Get back with QC
Budgetary Goals for 95/96 8/29 must give cost per pound to Leaf	Rockey/Herald/Narron	Review
Budget consistence for energy cost assignment within PM	Rockey	Comm. to McConnell
VAX Upgrade $37,000 & $2,000/year	R. Hughes	Get with J. Narron

2058191387

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

1994 BUSINESS UNIT PLAN
PROCESSING PLANTS

Control & Improvement

	Start Date	Improvement Opportunity (Focus Area)	Evidence	Objective	Team Members	Timeline	Status/Results
30	*1st Qtr. C&I*	*Employee Selection & Development*		*Research and develop mentoring framework for Operations and a plan for implementation.* *- Identify candidates* *- Assign mentors* *- Implement*	*C. Martin* *L. Halle* *C. Henley*	*03/31/94*	*Completed. Currently monitoring to see if working.*
31	02/94 C&I	Employee Selection & Development	Complaints about PMP	Brainstorm improvement ideas for the PMP/Org. Review Process with plant management.	C. Martin C. Henley L. Halle	02/94 - start 03/94 - end	Completed brainstorming; working on analysis.
32	03/94 C&I	Employee Selection & Development		Brainstorm how to better capture, summarize, and report to management the cumulative PMP output.	C. Martin W. Evans M. Hughes L. Halle C. Henley	06/30/94	Data gathering complete. Accomplished with the "book".
33	*01/01/94 C&I*	*Performance Mgt., Measurement & Reward Systems*		*Complete check sheet PA format (BR section) for supervisors.* *Use at BL Plant.*	*C. Martin* *D. Jenkins* *P. Jamison* *C. Henley*	*06/30/94*	*Complete. BL will not use until 1995.*
34	*01/01/94 C&I*	*Performance Mgt., Measurement & Reward System*	*TQI job responsibilities not in the PA.*	*Assign TQI responsibilities to the five blocks of PMP.*	*C. Henley*	*03/31/94*	*Management decided not to use*
35	*04/01/94 C&I*	*Performance Mgt., Measurement & Reward Systems*		*Develop supervisor ladder for Processing Plants*	*C. Henley* *L. Halle* *S. Gallaher*	*3rd Qtr.*	
36	*2nd Qtr. C&I*	*Merge TQI Systems & Succession Planning*		*Improve development of personnel to meet future needs of the company - consolidate Succession Planning, Key Performer System, Mentoring, and Development Planning.*	*C. Martin* *C. Henley* *L. Halle*	*05/31/94* *Mentoring - 03/01/94* *Key Performer - 03/10/94* *Succession Plan - 5/20/94* *Dev. Plan Audit - ~~6/30/94~~*	*On schedule* behind

2098191388
Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

OPERATIONS SERVICES CONTROL & IMPROVEMENT PLAN

7/25/94

C&I #/ AQP #	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	ACCT. MGMT./ TEAM LEADER	END DATES
OS2 (AQP#: 6-OS-G)	2/1/93	TQM's are not consistently used to determine business needs resulting in opinions and other systems prioritizing work efforts. Result is we work from multiple systems.	QC requested that work to be done to improve plantwide TQM's & link to other TQM's. Cpk's not up to date and no complaints received. Comments made on the difficulty of using TQM's.	Increase AQP items driven by TQM's from 68% to 90%. Increase TQFA measure from 1993 revisit of 55 to 80.	C. Burke D. Lockhart B. Bailey	P. Werkmeister	P - 5/18 D - 3/22 C - 12/1/94 A - 12/31/94 Measure - Nov. TQM Review
OS4 (AQP#: 6-OS-H)	12/1/93	There is a need to improve several of QS's work processes that are used in producing the TQM Report. Failure to do so will result in delays, negative worklife, mistakes and potential cost increases.	1. Current workload consumes 91% of 2 data coord. being reduced to 1 data coord. 2. Spend $30,000/yr BKP. This would increase w/ no improvement in process. 3. QS priority matrix, function 4 item. 4. Fixed Cost/Lb.	1. 0% deviation on exceeding 8 working days (exception cost data) on delivering TQM's. 2. BKP costs are eliminated. 3. 1 data coord. headcount reduct. accomodated w/out adversely affecting worklife of remaining data coord.	C. Burke T. Hartman D. Lockhart	P. Werkmeister/ C. Rustin	12/1/94
OS6	4/1/93	Park 500 is not utilizing the Employee Input System resulting in fewer improvement opportunities and less employee participation.	Lack of participation in the input system by all employees. No measure of effectiveness to monitor involvement in & level of contribution from the input system. Employee Input System performance.	Improve the existing system in order to improve the products, processes and worklife at Park.	I. Eversol V. Bell L. Robertson A. Mitchel O. McCutchen Resource: S. Nixon D. Mertz - Coach	V. Bell/ J. Barrington	P - 7/9/93 D - 8/5/93 C - 8/94 A - 10/94
OS7 (AQP #: 5-OS-A)	3/1/93	The application of PDCA tools & methods are not practiced universally by all employees at Park resulting in too few PDCA problem solving efforts conducted.	Lack of completed PDCA documentation submitted for filing upon close out of problem solving efforts. Frequency that PDCA questions are asked of Total Quality Supts. and other PDCA resources.	Increase % of active C&I efforts using PDCA & related docum. to 80%, a 26% change in this measure of effectiveness. Increase % of PDCA teams that close out & meet their objective(s) to 80%, a 81% change in this measure of effectiveness.	J. Johnson B. Vickers B. Anderson	A. O. Hayes, CM	P - 5/18/93 D - 8/10/93 C - 9/17/93 A - 11/10/93 * On hold until OS7-A Completes Work

I not sure if we should do it - on hold now.

2068191389

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

OPERATIONS SERVICES CONTROL & IMPROVEMENT PLAN

7/25/94

C&I #/ AQP #	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	ACCT. MGMT./ TEAM LEADER	END DATES
OS7-A	1/94	Improve the understanding of P500 employees about various levels of application to the PDCA cycle & tools within their work process. Improve the structure of the PDCA Tools Kit so that it is more practical & "user friendly" with respect to various levels of PDCA applications.	Time-Out Data	Develop process/procedures that will enable the various operational levels within the RL process to apply PDCA cycle and applicable tools for problem-solving.	J. Johnston B. Vickers B. Anderson H. Bortner	A. O. Hayes, CM (Accountable/ Team Leader)	9/19/94
OS14	4/20/93	The current system for developing operating budgets is inadequate to provide a thorough and accurate analysis of cost center budgetary requirements resulting in loss in detail, inconsistent formats, redundant work and the potential for making bad business decisions.	1. TQFA = 56 2. Several iteration of last year's budget 3. High level of overall frustration 4. Not being able to explain explain deviation in 93 OB 5. Last year's budget was late by 8 days 6. Cost center accountable Supt. was not familiar with all details of budget 7. Betsy was asked for budget direction by Supts. 8. Roll ups didn't agree with detail sheets 9. Risk assessments were not done in initial budget preparation	Increase TQFA from 56 to 80.	B. Hatcher D. Rocky Res: C. Burke	E. Herald	P - 5/4/93 D - 7/20/93 C - 8/94 A - 10/15/94
OS15 (AQP #: 2-OS-C)	3/1/93	Frequent equipment failures result in reduced production capabilities and increased downtime.	2,590 work orders in the RL process a 3 month period. Production downtime reports.	To reduce the work order count on Lines II and III doctor blade equipment by 25%.	S. Willingham W. Wheeler A. Moore L. Pullano R. Harris Resources: D. Lockhart, D. Barfield, L. Maddra, J. Edwards, J. Sharkey, J. Brown	B. Vickers (Accountable) B. Hamby (TL)	P - 4/19/94 D - 5/94 C - 8/94 A - 10/94

2058191390

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

added

OPERATIONS SERVI[illegible] CONTROL & IMPROVEMENT PLAN

7/25/94

C&I #/ AQP #	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	ACCT. MGMT./ TEAM LEADER	END DATES
OS16	7/1/94	Park 500 does not have a Q500 Audit System.	N/A	Develop Q500 audit to audit all major Q500 systems.	TBD B. Young	V. Bell (Accountable/ Team Leader)	1st QC Approval 8/94 Final Approval 10/94 Conduct Audit 11/94

2058191391

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

SUPT: Thomas
AREA: Laboratory Services

CONTROL & IMPROVEMENT PLAN

#	TITLE	#/DATE STARTED	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	SUPT/ TEAM LEADER	ORIGINAL PDCA TIME LINE
LS-30 4LSA	QB Calibration	1/93	QB Calibration OOC 27.1% in Off-line QB % OOC	- Pareto's of LS parameter performance - Off line measures (QB Calib % OOC/Line/Wk	Reduce OOC's by 30%	C. Woodson O. Greer S. Coleman N. Griffin	T. Long	P- 2/94 D - 6/94 C - 8/94 A - 8/94 Date change due to Micro Quad 8000 Qualif.
LS-34	Rotary Dryer Test	1/3/94	The Rotary Dryer has to be taken off line frequenty possibly causing shifts in QB data. FSOV-TQM	Numerous SPC rule violations occur on samples which are pulled when the Rotary Dryer on-line status is changed.	Quantify any affect that changing the Rotary Dryer status has on QB calibration and process variability.	C. Crawford H. Johnson Resource B. Ford	H. Johnson	P - 1/94 D - 2/94 C - 3/94 A - 4/94 Delayed until after shutdown, Rotary off-line for energy conservation.
LS-35 LS (100116 & 100125)	Backup Theobromine Method	2/94	Theobromine analysis is done on a single instrument with no backup available at Park.	- In Feb. LS had to take sample to BL Plant for analysis due to instrument being down.	Develop backup/alternate Theobromine Method at Park.	L. Craig	C. Woodson	P - 2/94 D - 8/94 C - 10/94 A - 11/94
LS-38 (100126)	DAP/Urea Results	3/94	DAP/UREA results are the limiting factor in total delivery time. TQM SP Results Delivery Time	- Current delivery time has a CPK less than 1. - DAP/UREA run time is 15 min. vs 6 min. for KS and NO3.	Reduce DAP/UREA runtime by 20%.	R. Happel	T. Kollman	Complete by 8/94 Action Plan
LS-39 4LSB	HWS Data	1/94	HWS test is time consuming and highly variable. HWS % OOC	- FSS #16, 324 off stds. in 1st Q 1993 - 8 hours required to complete one test. - HWS % OOC - 30%	- 50% reduction in HWS delivery time. - 70% reduction in FSS 16.	T. Arnold C. Cobb R. Happel	L. Craig	P - 2/94 D - 5/94 C - 8/94 A - 12/94
LS-40 1LSA	Chlorine Feed System	2/94	Current chlorine feed systems require high maintenance and is prone to leaks.	- Observed leaks from the injector quill. - Annual maintenance and repair cost $11,000 yr. (from Permac).	- Eliminate safety hazards. - Reduce maint. and repair cost by 75%.	T. Long	J. Lodge	Complete by 10/94 Principles Team

continued to be delayed

Completed will close out.

on schedule will finish up early

2058191392
Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

SUPT: Tho

AREA: Laboratory Services

CONTROL & IMPRC MENT PLAN

#	TITLE	#/DATE STARTED	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	SUPT/ TEAM LEADER	ORIGINAL PDCA TIME LINE
LS-41 6LSB	Sugars Analysis SPC System	3/94 Began ahead of schedule	Improvement opportunities are limited due to the lack of an SPC System.	I-Factor for flavor batch results - 58.	Implement Sugars Analysis SPC System.	T. Smith W. McCallister	D. Lashbrooks	P - 3/94 D - C - A - 12/94 SPC System Will close out early
LS-42 6LSC	Theobromine SPC System	1/94	Improvement opportunities are limited due to the lack of an SPC System.	I-Factor for flavor batch results - 58.	Implement Theobromine Analysis SPC System.	M. Perkinson C. Cobb	C. Milton	P -2/94 in place D - C - A - 6/94 will close out SPC System
LS-43	FS Solubles Measurement Variability	4/1/94	FS Solubles measurement is variable resulting in periods of excess shedding & low yield.	25% of the solubles variability is due to measurement error.	Reduce FS Solubles measurement error by 50%.	M. Farmer W. Boose . Crawford	H. Johnson	P-3/93 C 9/94 on D 8/94 A-9/94 schedule

2058191393

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

P. Jamison

ENVIRONMENTAL & POWER HOUSE DMT
CONTROL & IMPROVEMENT PLAN

REV.DATE: 7/22/94

#/DATE STARTED	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	ACCOUNTABLE/ TEAM LEADER	ORIG. PDCA TIME LINE
10 4-ENPH-D	9/91	Too much variation in internal and external products in Power House.	Variation in processes and products that external customer (RL process) was not able to identify in Mod II. Core Team to examine internal sources.	Core Team.**	G. Hill/ D. Ganoe	DI Planning & Monitoring Summary Start- 1/31/94 End - 9/31/94
11 7-ENPH-A	5/92	NOX levels too high.	Present NOX emission from #2 and 3 exceed .38 #/mm BTU. NOX emissions from Boiler #1 is not known.	Meet Regulatory requirements: Boiler #2 & 3 - .38 #/mm BTU Boiler #1 - .25 #/mm BTU	P. Puglisi P. Pitts G. Banks D. Mitchem J. Pickelhaupt G. Hill, Sr.	L. McGee (T/L)	P - 1/31/93 D - 4/94 C - 4/94 A - 5/95* (On Schedule)
16	2/1/1994	No optimal method for loading boilers and generators at Power House.	Multiple methods available for Operators to load boilers and generators, preventing maximum electrical production from turbines.	Increase electrical generation by 5% providing a cost benefit of 0.001/lb of RL produced. Impact on Cost per Pound TQM.	J. Deck H. Molver G. Hill (Supv.) D. Ganoe	G. Hill D. Mitchem	DI Planning & Monitoring Summary Start- 1/31/94 End - 9/31/94
24	8/16/93	There is a great deal of fluctuation on MLSS testing resulting in an increasing amount of retests.	Env. Lab operating standard #9S3 has shown a 50 - 60% increase in off-std since 4/11/93	Determine root cause for increase in retests. Reduce retests to 2 or less per week Impact to Env. Lab TQM standards performance.	G. Overstreet J. Deck	G. Overstreet	P - 8/16/93 D - 3/8/94 C - 9/94 A - 9/94
25	8/16/93	Operation of Primary sludge pumps is producing undesirable off-standard performance results. COMPLETED ✓	- % Time off-std, WWT operating std. # 3-7 through 3 - 13. - Reeves drive problems.	Develop alternative methods to Primary Sludge pump operations to provide higher press cake solids. Review results from "test" pump. Impact to WWT TQM by reducing percent time off-standard. Obj. to reduce by 50%.	J. Schneider (T/L) C Shift operators D. Ganoe B. Whitlow	G. Hill, Sr.	P - 8/16/93 D - 3/94 C - 5/94 A - 6/94

* CANNOT MISS THIS DATE

**Core Team:Don Mitchem, Bruce Honte, John Deck, Gary Hill, Hans Molver, Gary Hill, Supt., Dan Ganoe

cplan1.xls

20581913 94

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

ENVIRONMENTAL & POWER HOUSE DMT
CONTROL & IMPROVEMENT PLAN

REV.DATE: 7/22/94

#	T/DATE STARTED	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	ACCOUNTABLE/ TEAM LEADER	ORIG. PDCA TIME LINE
26 9-ENPH-A-94	2/1/94	Reduce influent flow to Wastewater Treatment by at least 50,000 gals./day resulting in higher Wastewater Treatment chemical costs per 1000 gallons.	Potential for reduction in Wastewater Treatment costs by : - cleaning water from on-line meter from sample table, - evaluating frequency and duration of sludge blowdown. - leakage in waste valves.	Reduce WWT Chemical Cost Per gallons Effluent (TQM) Potenial savings of $18,000/day by reducing influent flow. 1993 cost to treat 1,000 gallons of effluent = $0.36.	G. Barnes	W.G.Overstreet	P - 2/1/94 D - 4/22/94 C - 9/23/94 A - 9/30/94
27	6/9/94	Need to develop MOE for Safety Audits for the Environmental and Power House.	Management driven	Measuring tool for effectiveness of Safety Audits performed in the areas. areas.	DMT Bruce Honts	G. L. Hill	Start 7/94 End 8/94
28 Was on C&M Plan - on schedule	5/1/1994	Excessive downtime on the fly ash system.	Fly ash system has high maintenance downtime.	Increase fly ash system run time which will reduce repair parts costs, reduce maint. hours, Reduce Boiler #1 time on line and improve morale. Impact on cost/lb and multiple operator identified operating and worklife problems.	D. Mitchem M. Cullen J. Deck	D. Mitchem M. Cullen	Start 5/5/94 End 9/94
29 Was SPC Sys. issue in process on schedule	3/1/94	Current backwash procedure does not coincide with the SPC Final water turbidity level and changes	Excessive backwashing of filters unnecessarily.	Reduce amount of Process Water used for backwash purposes. Utilize differential pressure on filters as a method to initiate backwash. Impact to AQP item # 9-ENPH-a-94 Impact to Chemical Cost/1000 gallons Process Water. Reduce water flow to WWT.	G. Barnes J. Gittman J. Thomas M. Vonstetina G. Overstreet D. Ganoe	G. Barnes P.Wilson	P-2/21/94 D-7/94 C - 8/94 A -

cplan1.xls

* CANNOT MISS THIS DATE

2058191395

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

all Were on C & M Plan. Moved to Cst Plan

ENVIRONMENTAL & POWER HOUSE DMT
CONTROL & IMPROVEMENT PLAN

REV. DATE: 7/22/94

#	DATE STARTED	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	ACCOUNTABLE/ TEAM LEADER	ORIG PDCA TIMELINE
30	3/1/1994	No way to dispose of Potassium Nitrate on Park 500 site.	Potential for reduction in disposal cost by Biological removal of Potassium Nitrate.	Biologically remove Potassium Nitrate. Impact on Cost/lb of RL.	B. Honts N. Ruffin G. Barnes T. Nobinger B. Lodge J. Schneider	G. Hill, Sr. G. Overstreet	Start 3/14/94 End 12/94
31	8/1/1994	Current WWT parameter Primary Effluent Ammonia as measured in ppm, does not provide enough information for Operators to make operational decisions on Process shifts.	Operators are not consistently making process adjustments due to high ppm readings on ammonia. There is a conflict between operational procedures and control chart limits.	Revise Primary Effluent Ammonia Parameter from PPM to Pounds.	T. Nobinger M. Harmon J. Schneider D. Ganoe D. Lockhart	T. Nobinger G. Overstreet	Start - 8/94 End - 9/94
32	3/1/1994	Excessive variation in Ferric Chloride feed and final Phosphorous results.	Chemical usage is erractic week to week.	Optimize the Ferric Chloride usage, but still meet Regulatory Requirements. Impact on TQM Chemical Cost per 1000 gals. of Effluent Water.	G. Overstreet	G. Overstreet	P - 3/94 D - C - A -
33	4/1/1994	Water Plant Final Water free Chlorine residual is erratic.	High % off standard.	Reduce % of off standard by 50% or develop a control strategy via control chart.	J. Gittman J. Thomas M. VonStetina D. Ganoe G. Overstreet	G. Barnes	P - 4/6/94 D - 8/94 C - 9/94 A - 9/94
34	7/25/94	Primary Treatment sludge removal does not provide consistent products to the sludge handling area to produce higher press cake solids.	WWT TQM Press Cake Solids is centered at an undesirable level.	Increase press cake solids to a level of 20% or better. Reduce the # of sludge dumpsters hauled by one/day. Impacts Press CAke Solids TQM. Impacts Cost to Treat 1000gals of Effluent TQM. Impacts Cost of RI TQM.	J. Schneider K. Shultz D. England J. Hartsook B. Honts D. Ganoe	J. Schneider B. Honts	P - 8/94 D - 9/94 C - A -

• CANNOT MISS THIS DATE

2058191396

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

(ACTIVE)
PRODUCTION DEPARTMENT
CONTROL & IMPROVEMENT PLAN

REVISED:7/22/94

#	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	TEAM LEADER/ ACCOUNTABLE	METHOD/TIME	STATUS INFORMATION
24 2-PD-E	3/2/92	MANY ACTIVITIES REQUIRED TO CHANGE CONTINUOUS WET FELTS PLACES EMPLOYEES AT GREAT RISK OF INJURY.	WET FELT CHANGE PROCEDURE HISTORICAL PAPERMILL SAFETY DATA	-DECREASE THE NUMBER OF HIGH RISK ACTIVITIES REQUIRED TO CHANGE THE WET FELT -TQM'S: DOWNTIME, OPERATING EFFICIENCY, SAFETY 168,000 lbs/yr - #'s increase in Production	R. BRASWELL J. BROWN R. GARG M/R SUPVS (R)	A. V. A.	P- 1/94 D- 9/94 C- 10/94 A- 12/94	SEAM FELT TEST WILL BE DONE LINE II ON START UP AFTER JULY SHUTDOWN
66 1-PD-C	4/6/92	THE TUBES OF THE WIEGAND EVAPORATOR ARE FOULED, RESULTING IN INEFFICIENT OPERATION.	. PARTICULATES IN SYSTEM . $156,000/YEAR SPENT FOR MECHANICAL AND CHEMICAL CLEANING.	TO ENSURE CLEAN EVAPORATOR TUBES MAKING THE MOST EFFECTIVE USE OF TIME AND DOLLARS. $100,000 Total Annually TQM: -COST PER POUND FOR RL -PLANT-WIDE PARTS/SUPPLIES -STEAM USAGE	J. GILBERT J. SHARKEY J. BARRINGTON	A.V.A D. DONAHER (TL)	P - 11/92 D - 12/93 C - 8/94 A - 12/94 *PDCA*	WILL BE IMPLEMENTING TRIALS IN JUNE TO REDUCE THE AMOUNT OF CHEMICAL USAGE. TEAM ACTIVITIES WILL BE SPED UP AND WILL ATTEMPT TO CLOSE OUT BY SEPTEMBER.
111	7/1/93	STA-SIEVES ARE NOT EFFICIENT FIBER REMOVAL DEVICES. HYCOR IS AVAILABLE FOR USE.	STA-SIEVES ARE OBSERVED TO FREQUENTLY BLIND OVER SENDING LIQUOR TO STOCK CHEST. PREVIOUS TESTING BY RICHMOND ENGINEERING DEMONSTRATED THAT HYCOR CAN IMPROVE FIBER REMOVAL.	-UTILIZE HYCOR ROTOSHEAR TO IMPROVE FIBER REMOVAL FROM SEL PRIOR TO CENTRIFUGES. -(NEED DOCUMENTATION OF COST BENEFITS AND EVALUATE IMPROVEMENT OPPORTUNITY.) TQM'S: EFT SLUDGE CL LI - 1.11 LII- 1.05 LIII-0.70	B. BAILEY J. SIMPSON	A. V. A.	P - 7/93 D - 2/94 C - A - RECOMMENDATION IN 7/94	ON SCHEDULE CLOSE OUT REPORT TO BE ISSUED TEAM TO BE SCHEDULED FOR CLOSE OUT
112	9/1/93	WE ARE CURRENTLY USING AN EXCESSIVE AMOUNT OF REFINER PLATES IN THE RL PROCESS RESULTING IN INCREASED COSTALS OF RL.	-1991 usage 606/1478,012 (0.0032/lb) -1992 usage 666/528,014 (0.0036/lb). -1993 usage 265/224,808 (0.0033/lb) through 6/93.	REDUCE REFINER PLATE USAGE BY 40% TQM - COST PER POUND SAVINGS $200,000	J. EVANS A. COON T. LITTLE C. RUSTIN (R) LIII SP SUPV. (R) MAINT. (R) J. SIMPSON	G. RANSONE S. ESTES (TL)	P - 12/93 D - 3/94 C - 8/94 A - 9/94 Currently looking at a way to standardize method of operation.	ON SCHEDULE TEAM IS IN "D"
113	9/20/93	COMMUNICATIONS FROM HOURLY TO HOURLY IS NOT HAPPENING ON A REGULAR BASIS, RESULTING IN THE SYSTEM, DOWNTIME, PERSONNEL CONFLICTS & PRODUCT QUALITY PROBLEMS.	NON-CONFORMANCE TO PRINCIPLES #1, 2, 4&6	ELIMINATE NON-CONFORMANCE TQM'S - DT'S, REJECTS, WORKLIFE ISSUES	V. BELL (R) K. MINGLOSKI	C. HARTSELL K. MORING (TL)	P - (V. B. to train team by 7/94) *PRINCIPLES*	FINAL TEAM MEMBERS WILL BE DETERIMINED AFTER 7/94 SHUTDOWN. TRAINING WILL BEGAN 7/94 still delayed month behind

20581913 97

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

(ACTIVE)
PRODUCTION DEPARTMENT
CONTROL & IMPROVEMENT PLAN

REVISED: 7/22/94

#	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	TEAM LEADER/ (ACCOUNTABLE)	METHOD/TIME	STATUS INFORMATION
114 1-PD-D	9/1/93	THE CURRENT COST ASSOCIATED WITH WET FELTS - ANNITIAL COST, B) CARE & MAINTENANCE, C) PERFORMANCE, D) LONGEVITY E) DOWNTIME TO CHANGE ARE UNACCEPTABLE. COST REDUCTION OPPORTUNITIES IN THIS AREA HAVE NOT BEEN EXPLORED.	$1,403,897 - COST OF DOWNTIME FOR FELT WASHING $226,828 - COST OF DOWNTIME FOR FELT CHANGE $170,000 - COST OF WET FELTS (10 X $17,000_ $36,000 - COST OF FELT DETERGENT	REDUCTION IN TOTAL COST BY 25% $480,000 TQM AFFECTED: RL COST/LB.	TBD	D. JENKINS R. BRASWELL (TL)	(STUDYING DATA) P1-8 COMPLETE	ON HOLD PENDING TL AVAILABILITY.
115 1-PD-E	9/1/94	INEFFICIENCIES, ERGONOMIC REDUNDANT ACTIVITIES AND WORKLIFE ISSUES ASSOCIATED WITH THE PACKING, HANDLING AND SHIPPING OF FINISHED PRODUCT.	TIME-OUT OBSERVATION & FEEDBACK; WORKLIFE ISSUES	REDUCE INEFFICIENCIES AND IMPROVE CONDITIONS ASSOCIATED WITH FINAL PRODUCT PACKING AND HANDLING. TQM AFFECTED; RL COST/POUND; REJECTS PARETO SAVINGS - $212,592.00	J. BROWN R. KNAPP R. SHELLEY I. MCLAUGHLIN S. CLARKE	D. JENKINS		CLOSE OUT REPORT TO BE ISSUED AND DISCUSSED AT NEXT C&I TIME SLOT, THURSDAY, AUGUST 18, 1994
116 9-PD-8	3/1/94	INEFFICIENCIES ON THE OPERATION OF THE SCRUBBER SYSTEM.	-OPERATOR REQUIREMENT FOR MONITORING SUMMARY. -CURRENT SCRUBBER FLOWS APPROX. 14,400 GPD.	REDUCE COST OF SCRUBBER SYSTEMS OPERATION. TQM - RL COST/LB. $23,976 ANNUAL SAVINGS	J. BROWN T. CHRISTY G. JONES F. MCFEE J. PICKELHAUPT (R)	D. JENKINS P. PUGLISI (TL)	START - 4/94 END - 9/94	ON SCHEDULE
117 8-PD-A	1/1/94	AN UNSATISFACTORY CUSTOMER/SUPPLIER RELATIONSHIP CURRENTLY EXISTS BETWEEN PROD AND MAINT RESULTING IN NON-CONFORMANCE TO PRINCIPLE #6.	TIMEOUT FEEDBACK. VITAL FEW TQM'S.	ELIMINATE NON-CONFORMANCE #6.	L. MURPHY L. MADDRA D. JENKINS C. CLAIBORNE L. THOMAS	B. VICKERS	PRINCIPLE TEAM COMPLETION DATE 9/94	PRESENTATION TO QC 8/21/94 delayed - looking at training in Sept.
118 2-PD-D	2/1/94	THE OPERATING AND MAINTENANCE COST OF THE BIRD CENTRIFUGES ON LINES I , II, & III IS HIGH.	DESIGN CAPACITY 15 GPM ONLY NEED TO RUN 6-7 CENTRIFUGES. OFTEN FUN 8 TO GET NEEDED FLOW THROUGH. EVIDENCE OF PLUGGED FEED ROFICES/LINES. NO DIFFERENCE IN SOLIDS REMOVAL WITH 7 VS 8 CENTRIFUGES (EFT SLUDGE)	REDUCE THE NUMBER OF CENTRIFUGES IN OPERATION. TQM AFFECTED: RL COST/LB, REPAIR COST/LB. SAVINGS $83,888/YEAR IMPROVE SLUDGE REMOVAL, IMPROVE SLUDGE REMOVAL, REDUCED EVAPORATOR FOULING. INCREASE CAKE SOLIDS.	J. SIMPSON S. DAVIS check name	D. DONAHER	*START 8/15/94	DELAYED BECAUSE OF TEAM MEMBERS AVAILABILITY
*119	TBD	Output/Prod per hour is too low.	TQM	Shift level	TBD	TBD	PDCA	Team to be formed. Measure to be evaluated.
*120	8/1/94	Current sheet string up procedure is not in compliance.	Safety Audit.	Eliminate potential for injury.	AVA Bill Bailey Al Timpano	AVA(TL)	Action Plan	Need to modify block flow. Set new time table.

*Proposed Additions

2058191398

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

MANAGER: G. L. McConnell

AREA: MAINTENANCE AND ENGINEERING
MAINTENANCE SERVICES

CONTROL & IMPROVEMENT PLAN

#	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	SUPT TEAM LEADER	PDCA TIME LINE
10 2-ME-A	8/92	Existing equipment labels are not sufficient for protecting employees for lockout purposes on all equipment. Elec. documentation and lighting levels insufficient.	- Equip. labels don't match between field, panel and breakers. - Some MCC breakers don't have a label. - Two near miss accidents in past 12 months during lockout/equip. repair. Elec. Survey	Ensure proper protection of personnel by: 1. Identify and resolve all equip. labelling discrepancies for all non-production equipment circuits. 2. Identify and resolve all hard-wire circuit discrepancies. 3. Re-establish Plant Elec. documentation levels. Regulatory	F. McFee V. Loving M. Smith D. Knoop S. Rozamus	B. Bailey F. McFee	Start 4/93 End 4/95 E/I work started 6/14/93
12 1-ME-B	5/93	Improved management of plant electrical usage is needed to reduce RL costs per lb.	- Equipment lacks up-to-date efficiency measures. - Conservation measures lacking. - New rate schedules penalize peak demand periods.	Determine and implement short and long term solutions for reducing electrical energy consumption. TQM RL $/lb. Energy $/lb. Savings $300,000 } #'s need to change Comparing usage and demand.	M. Smith D. Mitchem G. Thompson V. Loving	M. Abel E. Stultz	P - 6/93 D - 7/94 C - 9/94 A - 4/95
14 2-ME-B	9/93	Process equipment repair scheduling does not occur in a timely manner resulting in poor utilization of dept. resources and overstaging of necessary repair parts.	- From 8/1 to 9/17/93 there was $45,000 of P.T.M.'s staged but not used for scheduled w.o.'s - Lack of conformance to weekly Maint. schedule. * Avg. 7 w.o.'s added to schedule each week * Avg. 18 w.o.'s dropped from schedule each week	- Increase the scheduled w.o. completion rate to 80% - Cleaning up P/I/R Ticket System Dept. TQM's % Planned W.O. Completed per schedule. Savings - $200,000	J. Wayda R. Harris J. Sharkey Resources Planning Group	D. Barfield	P - 10/1/93 D - 12/93 C - 3/94 A - 5/94 will close in July Close out end of July

Dist:
GLM, ENH, WHB, ELH, LBM, DLB, MJA, VLB, S. Nixon
Maint. Bulletin Board

(fh/o:cip/medmt.xls)
Rev: 7/16/94

2058191399

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

MANAGER: G. L. McConnell
AREA: MAINTENANCE AND ENGINEERING
MAINTENANCE SERVICES

CONTROL & IMPROVEMENT PLAN

#	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	SUPT TEAM LEADER	PDCA TIME LINE
27	3/94	Park 500 is experiencing an unacceptable number of occurrences and total amount of downtime due to shower problems	852 minutes of downtime 1/93 - 5/93 due to shower problems.	Reduce incidents and downtime due to shower problems by 50%. TQM - Downtime Pareto Savings - $90,000	Resources J. Eells E/I Mech. Sr. Oper.	L. Murphy T. J. Webb	Start: 4/94 Stop: 6/94 Close out in July
6-ME-E	4/94	Modify Stockroom SPC Systems for effective contractor use.	New contractor assumed Stockroom operations 1/1/94.	Review 100% of Stockroom processes to ensure proper utilization and efficiency. TQM - Std. Perf. Pareto	Contractor Supervisor	E. Herald	Start: 6/94 Stop: 12/94 Hold - JMW/Consultants
6-ME-F	3/94	Existing SPC Systems do not meet customer needs, minimize variation, or improve equipment performance.	- Packer PM process covers only that. - Ash Handling system covers 10% of PH equip. and operation. - Not all craft personnel are involved in the Dept. SPC Systems.	Modify existing Dept. SPC Systems to incorporate key dept. functions performed by the dept.	D. Barfield J. Eells R. Harris S. Joyner V. Loving S. Rozamus	B. Bailey	3/94 - 6/94 7/94 - Start Training 9/94 - Complete Training
28	5/94	Supervisors lack the necessary management skills and knowledge to effectively lead the department's hourly workforce.	Lack of enforcement of Company policies and rules.	Provide skills to properly and uniformly supervise the workforce.	J. Eells T. J. Webb	E. Hargress	Start: 7/94 Scope being defined.
29	5/94	We do not fully utilize the skills and expertise of craft personnel when solving problems resulting in missed opportunities to improve efficiency.	Craft personnel participation on C&I Teams.	Develop methodology for increasing hourly participation on day-to-day problem solving activities.	J. Bumgardner R. Pisa S. Mills S. Rozamus F. Welch	L. Murphy	P - 7/94 D - 8/94 C - 9/94 A - 10/94

Dist:
GLM, ENH, WHB, ELH, LBM, DLB, MJA, VLB, S. Nixon
Maint. Bulletin Board

(fh/c:cip/me*dmt.xls*)
Rev: 7/15/94

2058191400

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

RL PROCESS SYSTEMS IMPROVEMENT TEAM
CONTROL & IMPROVEMENT PLAN

Revision Date: 7/22/94

NO	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	QC/SIT TEAM LEADER	END DATES	STATUS INFO
28a	4/90	We frequently shut the RL process down to change doctor blades.	TQM - Downtime, Efficiency, Total Good Production	Install a continuous doctor blade (7,900 lbs per day).	V. Loving J. Brown	L. Murphy (SIT) R. Garg (TL)	LI - 10/93 LII - 10/93 LIII - Complete	On scheduled - to be completed by 7/94 have signed contract
42	5/12/91	Some of the product which we ship to our customers may exceed the specification limit we have agree to meet.	Product solubles P-charts for predicted out of specification. P-Bar UCLp LI 0.58 2.76 LII 0.71 3.18 LIII 1.45 4.36	Reduce product solubles variation so that 1) predicted product out of spec for percent solubles is consistently < 1.0% (UCLp) and 2) within week standard deviation of solubles measurements is consistently < 1.0% sol. (UCLs).	C. Burke J. Dillon C. Milton J. Johnston P. Werkmeister (R)	D. Jenkins (SIT/TL)	P - D - C - A -	On hold until yield team make recommendation
44	11/91	Excessive sand in the stock chest to the headbox causes machine downtime and limits machine speed.	-Sheet breaks caused by sand streaks. -Sand build up in headbox, SBW tank, couch pit. -SBW cleaner pluggage. TQM - Downtime	Reduce LI machine downtime due to sand occurrences by 95%. Potential $70,000/yr savings.	J. Lusk L. Pullano V. Loving (R) J. Deck (R)	A.V.A. (SIT) R. Garg (TL)	P - 8/92 D - 5/93 LI LII C 5/94 11/94 A 6/94 12/94	LI Complete. LII on target On Schedule
54	8/19/92	The current variation of stock consistency to the Primary refiners is too great, resulting in variation of refined stock that is greater than desired by Park 500.	Previous problem solving teams and operator expertise have identified that the variation consistency has the greatest impact on inconsistent refining. They have also identified that the greatest variation in consistency occurs before the Primary refiners in Stock Prep.	Reduce the amount of variation in Stock Consistency to the Machine Chest by 50% (as measured by Lab Consistency Test) Currently: 1 Sigma = .22 Objective: 1 Sigma = .11 Objective agreed to is for L-3 only. TQM impacted: base web wt variability and finished sheet cv variability. Potential $20,000/year savings.	R. Garg J. Simpson K. Moring D. Mertz F. McFee B. Shope	AVA (SIT) A. Tudor (TL)	Final phase of installation 4/94. Close out August, 1994.	MOE being developed. Report back to SIT 7/27/94
55	12/9/92	The RL process SPC System does not provide for control to the new Tobacco Product Standards specs for RLB and RLBT Export product which specifies total humectant level (PG & Gly) not to exceed 5.00%. This can result in an increase of out-of-spec export product.	- Using existing specifications, up to 5.50% total humectants can be produced as export product and considered to be within specifications. - Existing control schemes are designed to control PG and Glycerine parameters individually yielding product CPK's of 1.2 & 0.95 for PG and Gly respectively. - Historical data for total humectant export concentrations indicate an average of 2.53% predicted out-of-specification. - Historical data indicates that 10 product audits out of 445 exceeded the 5% total humectant spec. This equates to 2.25%.	To reduce the average predicted % out-of-spec to 0.50. This represents 80% reduction from current level.	T. Kollman D. Hunter R. Nicholson A. Tudor (R)	L.Thomas (SIT)	End Date - 5/94	Activities completed. Post MOE due 7/20/94 then close out will be completed. SIT accepted MOE close out 7/20/1994

2058191401

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

CONTROL & IMPROVEMENT PLAN

Revision Date: 7/22/94

NO	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	QC/SIT TEAM LEADER	END DATES	STATUS INFO
58 3 SIT F	5/1/93	Cost per lb of Dap, Urea, PG and Gly are unacceptable resulting in a higher RL cost per lb.	Composit cost/lb for PG & Gly is $.021 and remains constant (annual cost is $2.9 m - cost/lb all additives = $.06 TQM - Cost/lb	Reduce the usage of PG and Glycerine by 5% without affecting finished sheet quality characteristics. Potential Cost Savings $125,000 LHT talking with J. Swain & Dr. Cox.	C. Burke (R) G. Jones D. Wells	L.H. Thomas K. Charles - TL	Completion 10/94	Subjective testing started at R&D; waiting on results. Copy Action Plan Due to SIT Team starting work
60 3 PROJ A	6/23/93	We are unable to determine what/when different raw material components are introduced into the RL process, resulting in an ability to define raw material impacts to process variation.	-Numerous C&I efforts have stalled due to inability to investigate raw material related causes. -Regulatory requirements	Identify what and when various raw material components are introduced into the RL Process. Potential Cost Savings $-4,000 Regulatory requirement.	S. Scott D. Ampey B. Giovenco J. Ciliberto C. Claiborne	J. Campbell (SIT) D. Hall (TL)	End Date 10/94	Job Order Approved Installation to start 8/94
65 4 SIT A	3/1/93	Important RL process equipment characteristics are not consistently established as a standard way of managing our business.	Recurring breakdowns of important RL process equip. -May 1992, 12 mo. avg., 30% downtime is for equip. maint. -Equipment standards not in place as part of the RL SPC System TQM - Downtime	Identify and implement a system to maintain RL process equipment standards. MQP directed item.	J. Simpson D. Ampey C. Fleming D.Barfield	L. Murphy (TL)	Start - 4/94 End - 8/94	Date changed due to LN S/D and people changes. -Waiting to train production personnel -Will train maintenance personnel by 8/5/94
67	2/94	There is not a clear understanding by all levels in the department what is the purpose of each of the components in the RL SPC Sys.	Timeout results. -OOC's -Off Standards not being properly recorded	Ensure there is a clear understanding by all levels in the department on the purpose of each of the components in the RL SPC System.	A. Tudor D. Mertz J. Campbell G. Ransone	A.V.A.	P - 3/94 - Done D - 6/94 C - 11/94 A - 12/94	On Schedule
68	2/94	FCFC is not user friendly.	Timeout results. -Low number of FCFC's despite problems in SPC System.	Revise FCFC to make more user friendly and increase usage.	K. Charles D. Ganoe D. Barfield A. Tudor D. Mertz	W. Hayes (SIT)	Start 3/2/94 End - 5/94	Activities completed. Close out report and post MOE due 9/94
69 1 SIT-JH	4/94	The tunnel dryer limits production capacity	Potential for reductions in water content of urea solution (based on urea solubility) and water added to prep batches.	Minimize the water content in size prep batches to reduce tunnel dryer loading and improve prod. capacity. TQM's affected: Energy Cost/Lb & RL Cost/Lb Potential Savings $70,000/year	C. Woodson T. Ford J. Best L. Jackson	M. Abel (SIT) L. Pullano (TL)	P - 5/25/94 D - 8/25/94 C - 10/25/94 A - 12/10/94	Test Scheduled 7/94 On Schedule

2058191402

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000

RL PROCESS SYSTEMS IMPROVEMENT TEAM

CONTROL & IMPROVEMENT PLAN

Revision Date: 7/22/94

NO	START DATE	PROBLEM	EVIDENCE	OBJECTIVE	TEAM MEMBERS	QC/SIT TEAM LEADER	END DATES	STATUS INFO
70		The product yield on Line III is unacceptably low resulting in higher RL cost per pound	Current yield on Line 3 is 82% Line I & II average yield is 88% Line III tobacco yield is 1.5% Lower than Lines II & III RL cost per pound Product yield	Improve Line III yield by 1.5% Potential Cost savings $500,000 Short term objective - Increase line 3 yield by 1% Long term objective - Increase plantwide yield by 2%	J. Sharkey J. Brown B. Giovenco C. Rustin M. Annamanthadoo	B. Bailey (SIT) P. Werkmeister (TL)	Short Term P - 6/8/94 D - 7/15 C - 8/30 A - 9/30 Long Term	Long term PDCA to start on 8/1/94 On Schedule
71 AQP	6/15/94	F.S. OV variation is unacceptable resulting in high rejects	TQM's: -Pareto of internal rejects -F.S. percentage OB OV average -RL cost per pound	Reduce level of internal rejects caused by finished sheet OV variation by 50%	E. Bass T. Long P. Kelley D. Nelson K. Moring	MJA - SIT Accountable TL - T. Long		
72 AQP		There is no known acceptabl measure of refining, resulting in inconsistent fiber size and variability in F.S. O.V.	TQM's: -F.S. percentage OB OV average -B.W. OV x variability -CD/MD tensile -B.W. OV average variability -Pareto internal rejects	-Develop/implement measure for refining that can be used in Stock Prep/Machine Room -To produce consistent fiber size		AVA - SIT Accountable T/L	Start: 7/94 End: 11/94	
73		Current downtime levels on lines 2 and 3 are unacceptable high, resulting in higher cost per pound	TQM's: -Weekly total downtime -RL cost per pound -Output per production hour -Efficiency	Reduce total non-felt-wash downtime by 23%	B. Ford T. Moore J. Evans S. Willingham A. Williams L. Colyer C. Brown C. Burke (R)	A.O.Hayes , CM SIT Acct. TL -		
74		Operating 2 lines does not meet forecasted demand on RL	-At current operating conditions each line is capable of producing 55mm pounds per yr -Forecasted demand is 120mm pound annually -An annual shortfall of 10mm pounds is projected	Increase the capacity of each operating line by at least 5mm pound per year (20fpm) and up to maximum economical capacity.	R. Garg J. Brown J. Simpson C. Rustin G. Parker P. Werkmeister (R) L. Thomas (R) S. Joyner (R)	AVA - SIT Acct. TL -		

2058191403

Source: https://www.industrydocuments.ucsf.edu/docs/hqgl0000